

**OMAN AND YEMEN STATUS REPORT**

**PREPARED BY USAID/EGYPT**

April 1, 2000

**Introduction:** USAID/Cairo will conclude monitoring responsibilities for Oman and Yemen activities September 30, 2000. Final payment to the contractor for the Oman Salalah Water Resources Development project will be issued by June 30, 2000 upon completion of minor remedial work on the reclamation plant. The World Learning Task Order for the management of U.S.-based Omani and Yemeni participant trainees expires June 15, 2000. Two remaining Yemen activities, Development Training III and Commodities Procurement for Maternal and Child Health (MCH) Delivery, both funded from pipeline resources remaining after Mission closure, will be concluded by September 30, 2000.

## **I. Oman**

**Salalah Water Resources Development (Project No. 272-0104):** The American construction firm of ABB SUSA, Inc. substantially completed remedial work on the Salalah Wastewater Reclamation Plant during the defects liability period which ended on November 13, 1999. The project has been extended for six months until June 30, 2000 to allow for completion of several minor punch list items and relocation of a generator. Final USAID payment will be made upon completion of this work. The American engineering firm of Camp Dresser McKee, International (CDM) was the construction supervision firm to the GovOman and the Municipality of Dhofar during this period. The contract to construct the GovOman-financed wastewater collection and conveyance system (known as Contract 1) was signed in January 1999 with the Omani construction firm, Galfar. The American engineering firm of Parsons Environmental Sciences is the construction supervision firm for the new contract. Full operation of the reclamation plant will not begin until the first phase of the conveyance system is completed, now anticipated in July 2001.

## **II. Yemen**

### **A. Global Training for Development (GTD) Task Order No. 817 (\$2,600,000)**

Under this task order World Learning, Inc. was contracted in August 1998 to conduct a detailed training needs assessment (TNA) to provide a two-year training plan, implement USAID-approved training interventions, and provide evaluation, tracking, monitoring, and activity follow-up support. The TNA indicated five major training interventions to be undertaken to support strengthened capacities, particularly technical and management improvements, in the health and education sectors and for the Yemen Central Statistical Organization (CSO), the Yemen National Institute for Administrative Science (NIAS), and selected NGOs. The majority of the training will be focused on health and education and will be conducted in-country and/or in-region. This task order is funded from the pipeline of two remaining USAID/Yemen projects: Development Training III (Project No. 279-0080) (PACD 9/00) and Options for Family Care (Project No. 279-0090) (PACD 9/00). Summaries on active and planned interventions in each of the above five interventions are as follows.

**Strategic Objective 1: Increased Management Capacity in Delivery and Quality of Health Care Services - Yemen Ministry of Public Health (MOPH)**

**Intermediate Result 1.1: Upgraded Management Skills of Hospital/Health Administrators and MOPH Staff:**

Phase one of this MOPH Intervention (IR) 1.1 successfully concluded on November 11, 1999. Twenty officials from MOPH completed four months of training in health and hospital administration, management, and training of trainers (TOT) at the Center for Consultation, Technical Services, and Studies at the University of Jordan in Amman. The intervention targeted health officials from Sana'a as well as the governorates of Hadramout, Hajjah, Hodeidah, and Lahj, who, once trained, will return to their home communities to train other health care workers.

For phase two, thirteen from the above twenty officials were selected to train 136 health and hospital administrators at rural health centers/hospitals in the above mentioned governorates. Two workshops were held in each governorate with 17 trainees and two trainers assigned for each workshop. Trainer follow-on site visits by World Learning and USAID are scheduled between July 1-August 31, 2000.

This intervention has resulted in improved and increased capacity for health care administrators at all levels of the public health care system to more efficiently assume responsibilities, utilize available resources more effectively, manage health care facilities, and more effectively meet the immediate demands of local populations, particularly of women and children.

**Intermediate Result 1.2: Upgraded Management Skills of MOPH Staff:** The National Institute of Administrative Sciences (NIAS) and MOPH established the curriculum for this intervention and recruited participants from MOPH central (Sana'a) and governorate (Hadramout, Hajjah, Hodeidah, and Lahj) staffs. Thirteen Yemeni trainers from NIAS who earlier participated in a six week TOT course under NIAS Intervention (IR) 4.1 were selected to deliver the training workshops. (See NIAS IR 4.1 discussion, below.) This training focused on management, budgeting, planning, and staff evaluation, all topics selected by MOPH to develop and strengthen staff capabilities in these areas.

This intervention has resulted in enhanced budgetary and administrative skills on the part of trainees and improved overall management and reporting to both supervisors and staff. Trainees now have improved understanding and skills to implement government fee-for-service and cost recovery systems for more self-sufficient, sustainable health care facilities.

**Intermediate Result 1.3: Upgraded Technical Skills of Paraprofessionals:** This intervention was conducted by two consultants from the Egypt High Institute of Nursing. Its purpose was to upgrade/refresh the knowledge, attitudes, and technical skills of 16 maternal and child health (MCH) paraprofessionals; i.e., community midwives, from rural health centers and hospitals. These trainees will then be responsible for training 272 personnel in the rural health centers of the above mentioned target governorates from June 17 - June 28, 2000. At the same time, two consultants from the High Institute of Nursing will return to Yemen to monitor the follow-on training.

With the completion of this activity in May, officials and staff will have increased capacity to provide timely in-service training to rural health care workers. In addition, midwives and health

care workers will have improved capacity to more effectively address immediate mother/child issues and provide more effective outreach and health education within the community.

## **Strategic Objective 2: Increased Management Capacity in Primary School Administration and Instruction Quality - Ministry of Education**

### **Intermediate Result 2.1: Upgraded Administrative and Supervisory Skills of Head**

**Teachers:** The objective of this intervention is to increase management capacities in the administration of primary schools and improve quality of instruction with special emphasis on gender issues related to girls' retention. A group of 34 Yemeni headmasters and educational trainers received four weeks of training conducted by two experts from School Development Consultants (SDC), based in Lebanon. Participatory instruction included topics such as research methodology, priority setting, aspects of school improvement planning, leadership, and training methodology. The above Training of Trainers (TOT) course was completed on February 3, 2000. These trainees in turn trained an additional 200 participants, which concluded March 12, 2000 with a follow-on visit by SDC. This training will increase the capacity of the MOE training staff to design and deliver programs to train headmasters, increase the ability of headmasters to address issues affecting girls' retention, and overall result in more efficient use of human and financial resources by headmasters.

**Intermediate Result 2.2: Upgraded Management Skills of MOE Staff:** This intervention was a collaborative effort between the National Institute of Administrative Sciences (NIAS) and MOE. Both worked together to establish a curriculum for this intervention for 75 MOE central (Sana'a) and governorate (Hadramout, Hajjah, Hodeidah, and Lahj) staff. Twelve Yemeni trainers from the NIAS who participated in six weeks of training under NIAS Intervention (IR) 4.1 were selected to deliver the training workshops. (See NIAS IR 4.1 discussion, below.) This training for MOE staff focused on such topics as management, budgeting, planning, and staff evaluation. These topics were selected by MOE to develop and strengthen staff capabilities in these areas. As a result, mid-level MOE administrators now have increased capacity to implement policy reforms and support other elements of USAID training interventions.

**Intermediate Result 2.3: Upgraded Class Teachers of Females:** The objective of this intervention is to upgrade the teaching skills of teachers of girls in primary schools in rural areas toward increased girls' retention in school. A group of 30 Yemeni educational trainers will receive six weeks of training of trainers at the MOE Teacher Training Institute. At present, requests for proposals have been sent and three proposals have been received from School Development Consultants (SDC), Lebanon, North and South Consultants Exchange (NSCE), Egypt, and the Center for Consultation Technical Services & Studies at the University of Jordan. This intervention is scheduled to be completed September 30, 2000.

It is expected that when completed this training will result in: (1) improved capacity of MOE to provide in-service teacher training; (2) improved capacity of teachers to deliver quality instruction; (3) improved educational delivery to rural school districts through training of 420 teachers; and (4) increased retention of girls in primary school through increased teacher awareness of the special needs of young girls.

### **Strategic Objective 3: Development of Technical, Training and Administrative Capacity of NSTC - Central Statistical Organization (CSO)**

#### **Intermediate Result 3.1: Upgraded NSTC Capacity to Provide Training to CSO and Line**

**Ministry Staff:** The objective of this intervention is to assist in developing technical training and administrative capacities for the newly established National Statistical Training Center (NSTC), a unit which compiles all national statistics for all line ministries of the Yemeni government. To implement this activity, eight CSO staff members were selected to undergo a four-month program in the Statistical Department at Cairo University. They will be trained to design, deliver and evaluate training, develop training manuals/materials and plan a structured training program that includes follow-on activities. Upon completion of this external short-term training, this cadre of trainers will return to Yemen, be based within NSTC, and provide training to approximately 100 CSO central and regional staff and line Ministry statistical staffs to increase competence in specific subject areas. All action plans and nomination forms have been prepared for the training. The proposed duration of the entire intervention is from March 24 - July 24, 2000. It is expected that this intervention will improve statistical data collection and analysis and help in providing more appropriate and accurate information for overall policy and budgetary decision-making throughout the government.

#### **Intermediate Result 3.2: Upgraded Ability of Senior NSTC Staff to Manage Overall**

**Responsibilities:** The objective of this intervention is to enhance the ability of senior NSTC staff to direct staff, plan, and organize programs and manage overall center responsibilities. This training will involve a study tour for the director of NSTC and his deputy planned for a April-May timeframe.

### **Strategic Objective 4: Increased Capacity of the National Institute of Administrative Sciences (NIAS) to Meet Yemeni Civil Service Training Needs**

#### **Intermediate Result 4.1: Upgraded NIAS Capacity to Provide Training to Mid-Level**

**Administrators:** This intervention involved two external experts from the Egyptian consulting firm, Getrac (Gebril for Training and Consultancy). These trainers conducted a 13-week program to include needs assessment, curricula development, training of trainers, curricula refinement and follow-on. All activities were programmed with NIAS staff as part of capacity building for NIAS. A total of 33 NIAS central (Sana'a) and governorate training staff were selected. Branches of NIAS were targeted and represented one-half of the total trainees as part of an effort to assist the Yemeni Government with decentralization. Training was completed December 1, 1999. NIAS then selected 13 trainees to become trainers as the follow-on intervention for the Ministries of Health (IR1.2) and Education (IR2.2), both of which will be completed by the beginning of April for approximately 120 participants. These participants from MOPH and MOE will receive training from NIAS trainees in adoption and practice of improved administrative procedures, including better documentation systems, financial and accounting performance, and procurement and documentation systems using computers. Getrac will conduct follow-on training and follow-up with the trainees for two weeks during the same training period, March 25 – April 5, 2000 (2 weeks).

As a result of this intervention NIAS staff now have upgraded capacity to deliver effective and relevant training. This, in turn, will lead to improved administrative skills of mid-level administrators in targeted ministries.

**Intermediate Result 4.2: Upgraded NIAS Capacity to Provide Training to Senior-Level**

**Administrators:** The objective of this intervention is to upgrade NIAS capacity to provide conferences and seminars on topics of national interest. The conferences and seminars are to be designed for senior-level ministry officials to include Deputy Ministers, Vice Ministers, Ministers, Deputy Governors, Governors, Members of Parliament and high-level representatives from the President's Office, Prime Minister's Office, and Consultative Council. NIAS senior officials, Ministry of Planning and Development, Ministry of Civil Service and Administrative Reform, and the President's and Prime Minister's Offices have selected the topics for each seminar. The request for seminar development proposals attracted interest from individuals and training institutions throughout the region. Based on an agreed upon criteria, seminar preparers were selected and the training proposals for the external experts were received and selected.

It was decided that three seminars would be undertaken to cover the topics selected including Manpower Planning and Development Requirements (April 15-April 17); The Panoramic Approach for Governance Apparatus Modernization (June 17-19); and Decentralization and Local Council Development (August 12-14).

**Strategic Objective 5: Increased Capacity of NGO Leadership to Deliver Services**

**Intermediate Result 5.1: Upgraded Managerial and Networking Skills of Senior NGO**

**Staff/Leaders:** USAID is planning to have three workshops for three days each between April and June. The main objective of the workshops is to increase the capacity of NGO leadership to deliver services and support institutional capacity building through these training workshops. A Lebanese firm, International Management and Training Institute (IMTI), was selected to develop the workshops. World Learning (WL)/AMIDEAST will negotiate and finalize with IMTI all necessary arrangements.

**Options for Family Care (OFC) (Project No. 279-0090) Commodity Support for Maternal and Child Health (MCH) Delivery for 50 Health Centers (\$800,000):** USAID is procuring clinical equipment to support MCH service delivery in approximately 50 health centers. All fifty centers, in 19 governorates, were selected/designated by the Ministry of Public Health (MOPH) based on critical need for upgraded health equipment. The following criteria were used for center selection: (1) availability of female health staff; (2) availability of space for provision of maternal and child health, including family planning services; (3) not supported by other agencies for provision of medical equipment; (4) readiness to maintain medical equipment; and (5) within a populated area (more than 10,000 population). A procurement services agent has been contracted to procure, consolidate, and ship the equipment. MOPH will be responsible for customs clearance, inspection, and inland transportation of the commodities to the health centers. Commodities will arrive in Yemen by August 30, 2000.

**Omani and Yemeni Participants:** When USAID/Egypt began backstopping responsibilities for Oman and Yemen, 12 Omani and 16 Yemeni participants were still in the U.S. completing long-

term academic programs. The participants at that time were being managed under the USAID/Washington central participant training contract with Partners for International Education and Training (PIET). This contract ended March 31, 1997.

Subsequently, USAID/Egypt's Office of Procurement finalized a Task Order for \$1,228,000 under the Global Bureau's training contract with World Learning, Inc., to continue managing and monitoring the participants. The Task Order duration was April 1, 1997 through September 30, 1999. A modification to the Task Order was executed in February 1998 to add an additional \$86,821 to fully fund the participants' programs through completion. The Task Order was further modified to extend its completion date to June 15, 2000 to allow the contractor to file final tax returns for the participants.

No participants remain under USAID-sponsored training. Among the Yemeni participants 12 successfully completed their training and have returned home; two are non-returnees, one now legally in the U.S. under a USIA approved J-1 residency waiver; and two others terminated. Among the Omani participants, 10 have successfully completed training and returned home or have continued under GovOman sponsored training programs; one was terminated; and one did not return.

### YEMENI PARTICIPANTS

NAME	INSTITUTION	DEGREE	COMPLETION	STATUS
1. Morheb Al Assad	Jackson St. U.	Ph.D./Pub Adm.	Aug. 1998	RH
2. Entisar Dahane	Carnegie Mellon	MPM/Health	May 1998	RH
3. Tawfeek Al Dubhani	Carnegie Mellon	MPM/InfoSy	May 1998	RH
4. Abdullah Al Hamdi `	Carnegie Mellon	MPM/InfoSy	May 1998	RH
5. Ilham Al Hamadi	George Mason.	M.Ed./Ed	Aug. 1998	RH
6. Nahla El Huraibi	Ohio U.	MA/Soc.	November 1999	NR
7. Lamis A. Irayani	Kentucky St. U.	MPA	Dec. 1997	RH
8. Adnan Ismail	U. Mass/Lowell	Ph.D./Physics	Aug. 1998- extended 3/99	RH
9. Iskhrak Al Kershi	Carnegie Mellon	MPM/HRes.	May 1998	NR
10. Ali Al Omary	Carnegie Mellon	MPM/Fin.	May 1998	RH
11. Anwar Al Sanabani	Morgan St. U.	MS/Plan.	Dec. 1998	T
12. Mohamed Shamsuddin	U. of Arizona	MS/P.Health	Aug. 1998	RH
13. Amatalwali Al Sharki	U. of Dayton	MS/Eng. Mgt.	Aug. 1997	RH
14. Mohamed Al Ward	Morgan St. U.	MS/Planning	May 1998	RH
15. Musad Al Ward	Clark Atlanta	MS/Comp. Sc.	Dec. 1997	RH
16. Tariq Yehya	Iowa State U.	MS/Statistics	Aug. 1997	TH

SIT: Still in Training

RH: Returned Home

TH: Terminated for Health Reasons

NR: Non-returnee

T: Terminated

## OMANI PARTICIPANTS

NAME	INSTITUTION	DEGREE	COMPLETION	STATUS
1. Saada Al Ghafry	U. Georgia	PhD/Ed	Nov. 1997	SIT/GOF
2. Sanaa El Balushi	U. of Louisville	EdD/Ed	Dec. 1997	RH
3. Nada Al Moussa	Villanova	BS/Nurse	May 1998	SIT/GOF
4. Mohamed Al Murzaa	St. Louis U.	BS/Bus	July 1997	SIT/GOF
5. Hilal El Mukhaini	U. Rhode Island	PhD/Res. Econ.	Sept. 1997	SIT/GOF
6. Saada Al Barawani	Villanova	BS/Nurse	May 1998	RH
7. Sumaiya Al Ghaithy	Villanova	BS/Nurse	May 1998	RH
8. Ahmed Al Khabouri	Jackson St. U.	PhD/Pub. Adm.	Aug. 1998	T
9. Jamal Al Khaduri	Villanova	BS/Nurse	May 1999	RH
10. Fatma Al Lamaki	Villanova	BS/Nurse	May 1998	RH
11. Abdullah Al Rubei	Villanova	MS/Nurse	May 1998	RH
12. Samira Al Rawahi	Villanova	MS/Nurse	May 1997	NR

SIT: Still in Training  
 RH: Returned Home  
 NR: Non-Returnee  
 GOF: GovOman Funding  
 T: Terminated